

F- 115

19 October 1979

MEMORANDUM FOR THE RECORD

Subject: Talk with DD/NFA

1. I went to see Bruce Clarke by appointment (at his invitation) this morning. He opened by saying that we would talk first about me and then about what I am doing. I replied by introducing the subject of generalist NIO consultants and that subject exhausted the half-hour we had.

2. I explained that the generalist consultants had no NIO client and repeated that I had had difficulties persuading the NIOs to make use of them. Bruce asked what the function of the generalists was supposed to be and I told him, to the best of my understanding of the DCI's intentions. Bruce also asked what my understanding was of the function of NIO consultants in general. I said I thought it was to gain the benefits, not only of their university-nourished expertise, but also of their difference of perspective.

3. Bruce, looking at the list, remarked upon the number of consultants we already have and asked how much they are used. I pointed out that this is what the status report he also has is about. He said he did not feel that he was in touch with the situation and asked if I could supply him, monthly, with a list of the uses (or intended uses) the NIOs make of their consultants. I said I could and would but that he should be prepared for a number of blank months unless the NIO use of consultants increases substantially in the future.

4. Returning to the question of the utility of the generalist consultants, when he asked me what he could do to help, I said that Bowie had called the NIOs attention to their existence and urged that they be used and that he might do the same. Bruce said that this problem and others connected with the use of the NIO consultants might be solved when the NIO Council is formed.

5. At the end of our talk, Bruce made some comment indicating his scepticism regarding consultants in general. He said he supported the idea of enlisting expert views from the outside but that in his experience consultants always got more than they gave (or words to that effect).

6. At one point I asked if he had discussed the consultants question with Stan Turner and Bruce said that he had not. In general, I got the impression that he had not as yet had an opportunity to think very much about the subject. Furthermore, that on this as on other subjects we shall have a rather different set of priorities since Bowie's departure.



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